

EXHIBIT B

SURVEY RESULTS

1. Do you understand what the Contracting Officer's role is in acquisition planning.

Responses: Yes 23 No 3 ? 1

Comments:

How does the CO take the COTR's information on what tasks are to be performed and how long they are expected to take and translate them into what labor categories are required and how long those labor categories are needed?

The CO's role is to see that the contract is drawn up in such a manner to allow proper administration and enough leeway for any amendments that may be required.

To advise the COTR on contractual matters regarding the SOW/PAM and to provide certain information about surveys during the market survey.

Making sure the contract conforms to government rules. Making sure it is written so that I can get what I want i.e. anticipate contracting problems.

2. Do you understand what the COTR's role is in acquisition planning?

Response: Yes 22 No 4 ? 1

Comments:

To what extent should the COTR work with the CO prior to the PAM process to come to a mutual understanding of what the technical and other objectives should be?

Need more information on the PAM process and related administrative details.

Sole-source, pre-contract discussions with contractors.

The misunderstanding is mostly procedural and in particular, the procedures which are specific to ORD.

The COTR's role in acquisition planning is to see that the contract is drawn up in such a manner to permit technical compliance with the goals or objectives of the project the contract covers.

To determine agency requirements and initiatives both through contacts with potential customers and through upper management, etc. prepare and submit PAMs and to research contractor capabilities during the market survey.

Checking to ensure that I get what I ask for. Minimize contracting problems.

3. Identify specific topics of interest or problems that you would like additional information on:

- | | | |
|---------------------------|----|------|
| a) budgeting process | 7 | } II |
| b) competitive evaluation | 8 | |
| c) contract law | 7 | |
| d) COTR responsibilities | 10 | } I |
| e) form of contract | 9 | |
| f) project management | 10 | |
| g) security requirements | 10 | |
| h) sole source | 11 | |
| i) other | 6 | } * |

Comments:

What are some possible procedures that could streamline and standardize the competitive process?

* Security--especially with SC-1 contracts or classified projects. There is a need for a reference guide.

* Contracting Officer and Audit responsibilities.

* Independent Contracts vs Business Contracts

Specifics to ORD contracts.

Role and scope of white papers.

- When should you ask for one, are wasting contractor's time?
- Relationship of RFP to PAM and the approval process.

Inner workings of the contracts staff in negotiating and executing a contract.

ORD contracting process.

Software development problems/contracting

Practical suggestions on what leverage the COTR has to pressure contractors into staying within budget.

(e.g. Establish a communications channel with the contractor's upper management to be used in case of need. Hint the importance of good performance in the ongoing program in determining whether any future work might be considered for that contractor.)

The pros and cons of incentive awards.

Methods of providing incentives to the technical people within a contractor's facility to perform well, and how to write those into the contract.

Negative incentives (i.e. what levers does a COTR have where all else fails and the contractor is making no effort to deliver the contractually agreed upon product).

4. What type of support do you require and/or expect from the Contract Staff?

Guidance to insure the COTR understands any legal restrictions in dealing with contracts on a day-to-day basis - information passed to contractor (i.e. follow-ons).

Contract Staff should be accurate and responsive in dealing with a COTR/contractor problems.
CS should work with COTR to determine what type of contract and what wording is in the best interest of the government.

The execution of the non-technical aspects of the contract process.

SUPPORT IS FINE.

Contract and solicitation preparation, proposal reviews, negotiations, contract monitoring support, termination, completion support, ad-hoc advice.

Advice, handling of regulation technicalities, financial arrangements.

Keep COTR informed of the status of contract negotiation during the negotiation period and provide information to guide COTR during contract execution on matters of budget and work hours.

To facilitate setting up a contract after a need and source have been identified.

Guidance on the best form of contract (e.g. CPFF, FFP), guidance on how to minimize paperwork and processing time.

I believe in a team effort philosophy. COs should be more active during course of contracts.

Timely notification of receipt of documents from contractor.
Advice on technical issues.

Assistance with sole source justifications.
Flexibility in understanding our needs in research procurements.

Checking to ensure that I get what I ask for.
minimizing contracting problems.

I expect counsel on non-technical aspects (sole source) of contract documents I must prepare. I expect advice on the contract process.

To be kept informed of any problems with contract funding, modifications or changes in the contract during its planning and execution.

A cooperative support that enables us to get the job done.
To implement and manage our contracts in the most expeditious manner.

5. Do you understand at what point the Contract Staff gets involved in the acquisition cycle?

Response: Yes 19 No 5 ? 3

Comments:

Shortly after concept of project is conceived and possible contractors are being considered.

During the market survey or the decision to compete or not to compete the contract.

When there is any question writing the SOW.

6. Do you understand at what point the COTR gets involved in the acquisition cycle?

Response: Yes 23 No 3 ? 1

Comments: None

7. What changes would you suggest the Contracting Staff incorporate into their practices/procedures to improve the procurement process?

Learn more about software development contracts problems.

Try to educate COs on the duties and responsibilities of a COTR.

An on going, well publicized training/enrichment program on the contract process would be of benefit.

No Opinion

Checklists/follow-on procedures

Handbook of regulations.

Notify COTR of all requests for payments.

CO should visit COTR when they have a problem with a PAM, sole source or SOW so problems can be solved, not just identified.

NO CHANGES. BELIEVE D/ORD SHOULD ENCOURAGE MORE CO PARTICIPATION OF CONTRACTS STAFF. TO MANY COTRS SEE CONTRACT STAFF AS EXCLUSIVELY SUPPORT STAFF.

Require a 15 minute discussion between CO and COTR on PAM reviews to discuss problems, next step, ACRB, etc.

It would be a good idea to routinely survey IR&D when putting together bidders list. The IR&D reports in our library provide a wealth of information about company capabilities.

Try to educate COs on duties and responsibilities of a COTR.

Periodic status reports on on-going contracts for ORD Management as opposed to only COTRs.

Less frequent staff changes.

Contract Staff should take the initiative to work with COTR on acquisition when project is still in the conceptual phase-before PAM.

Let one CO handle all work for a given COTR of office. APRD has multiple similar contracts with different COs.

Discuss with the COTR what the problem with the existing programs and what the COTR is planning in the way of new programs on a periodic basis.

8. What changes would you suggest the COTR/your office make to improve the procurement process?

CONTRACT STAFF AND ORD MANAGEMENT SHOULD DEVELOPMENT ONE TO TWO DAY SEMINARS TO DISCUSS ALL ASPECTS OF THE PROCUREMENT PROCESS.

Simplify and shorten the PAM process. Hold periodic PAM breifings in which the COTR presents and defends his project to ORD Management.

Try to educate CORTs an the duties and responsibilities of COs.

Write better PAMs.

Be as clear a possible when writing SOWs.

Try to educate COTRs on the duties and resopnsibilities of a CO.

More discussions with the CO.

9. What type of training would you suggest the Contract Staff conduct to assist you in your role as a COTR?

Short courses when you come on board.

Refresher courses, symposia perhaps.

Class

All members of Contract Staff should take the same COTR courses in order to understand what COTRs think and understand.

Working seminars on problem areas between all members of CS and all COTRs - annually.

Should be broken down into groups of no more than 10 COTRs/Branch Chief and all COs.

Half day training courses for new COTRs.

Explain what goes on in CS, what they have to do when they receive draft and final PAM. after contract is signed.

Lecture using ORD examples.

One day - yearly review - in house.

Conduct nomthly seminars, 2-3 hour sessions on various topics of interest.

Estimating costs, do work breakdown structures.

Training in the inner workings of the contract staff in negotiation and executing a contract.

Short courses.

Refresher/updates once a year.

Cookbook in executing the necessary steps in the contract process.

Periodic (once every 3 years) retraining of experienced COTRs with special interest on recent changes.

Contract Staff and ORD management should develop a 1-2 day seminar to discuss all aspects of the procurement process.

Information on recent changes in the acquisition process, or aspects unique to ORD.

Condense the Crowely course into one which conveys the facts with no time wasted in socializing and rhetorical question.
One very intensive informative morning.

Any training course should involve experiences COTRs to clarify the connection between reality and approved procedures.

Program for experienced COTRs new to ORD and a program for new COTRs.

Software development problems.

Training in the inner workings of the contract staff in negotiating, one to one instruction - if possible.

Case histories of different contracts and contracting approaches (e.g. FFP or Award FEE, the way to go, why or why not).

10. What training forum would you recommend?

Informal - one to one if possible.

In-house, 10-15 people
Discussions with experienced COTRs.

2-3 day course on the contract process in ORD. COTRs would then be familiar with their own security and contracts people, their roles and a feel for project management within ORD.

One half day - afternoon classes in ORD - 10-15 people.

Washington area, one half day of concentrated facts

Short sessions (1-2 days) with well prepared materials and examples.

Class size 8, at Ames, 1-2 days

A good reference book is all that is necessary.

10-20 people at ORD, 2 one half days.
1 day tech issues and 1 day legal/contract issues.

Informal 1-1 instruction.

Monthly, 2-3 hours in Ames conference room. 10-20 people.

small

20 people, half day sessions at Ames. Several half day sessions.

Local, small classes, no lecture, case studies.

Local, 8-10 people.

Off-site, 2 days

small classes, local, 3 days

15 people, local, 1-3 days

11. Additional Comments

Personal services contracting

Let COTR look over the final contract/SOW/ Boiler Plate/special clauses before sending to contractor for signature.

All paper work required of the COTR seems essential, so lets say none of it can be dismissed. Might it be made easier? Boiler plate, PAMs, for example, on the WANG for several classes of projects.

Also, need written reminders to COTRs for some things which now often fall through the cracks - final inspection reports, sending final reports to library or retiring dead contract files

STAT

Include in the course the tools the COTR has such a key personnel clauses, to help control the contractor.

Also, bring in technical personnel (experiences COTRs) to give advice on developing the program.

Include full cycle to program completion.

ORD Project Initiation Procedures material with examples is very informative and useful.